



# GLOBAL ROADMAP DOCUMENT

2022 - 2027

**KALINGA FELLOWSHIP**

*Facilitating Multi-Sector Collaboration to  
End Gender-Based Violence*

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## About Kalinga Fellowship

*The Kalinga Fellowship is a systems change societal leadership platform to facilitate a breakthrough in thinking and strategy on the United Nations' Sustainable Development Goal (SDG) 5 that concerns gender equality. Within the SDG5, the Fellowship has concentrated on issues related to gender-based violence.*

The Fellowship was born from the realisation of the need to mobilise actors and create an organised movement to tackle this global issue. Through this movement, our hope for the future is to reduce - or even eradicate - gender-based violence.

The Kalinga Fellowship was founded in 2017 by Bridge Institute - a non-partisan and non-profit organisation that is working to build peaceful and inclusive societies - in collaboration with Kalinga Institute of Social Sciences - the world's largest residential university exclusively for tribal children - and FXB India Suraksha, an Indian non-governmental, non-profit organisation that provides

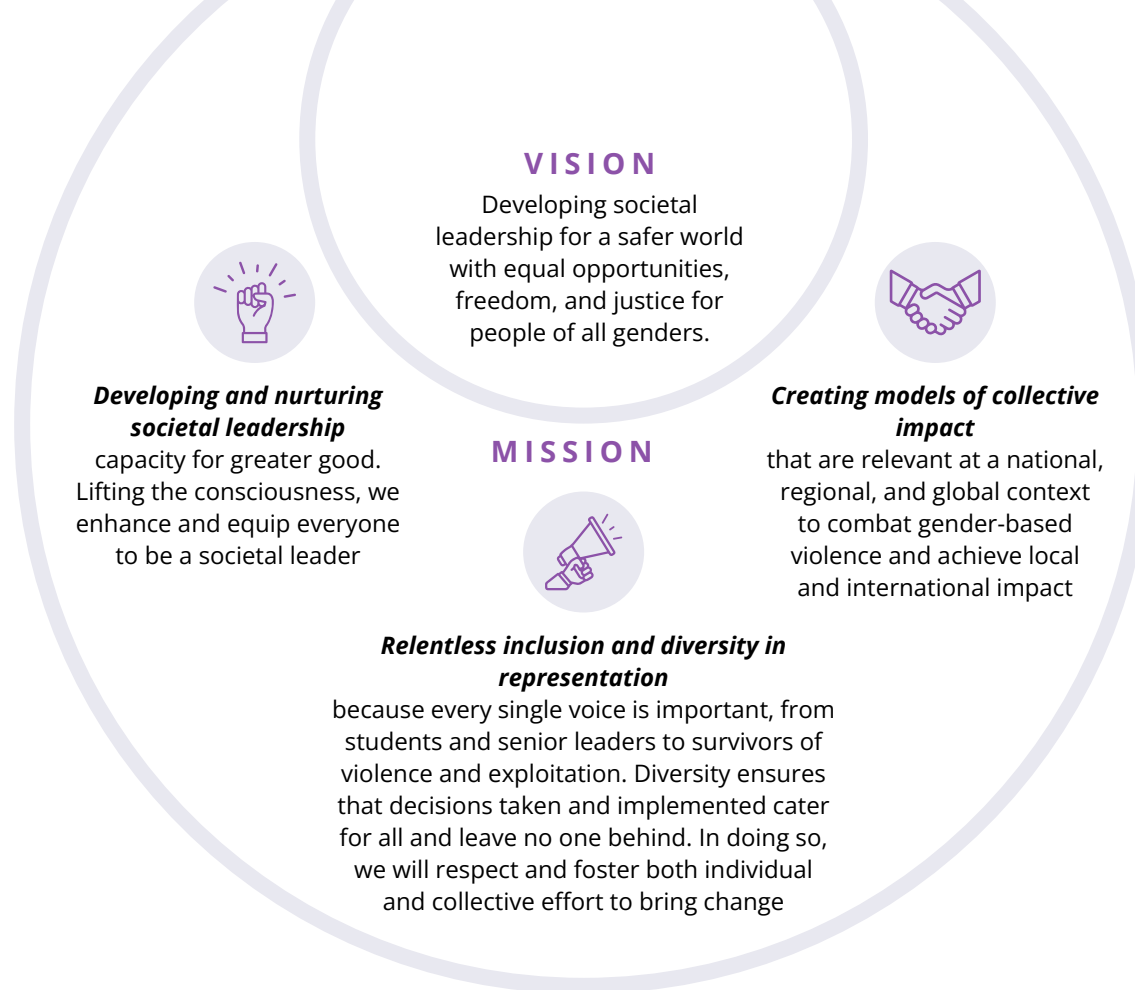
- **Bridge Institute**
  - **Kalinga Institute of Social Sciences,**
  - **FXB India Suraksha**
- development assistance to marginalised children, women, and communities in rural and urban India.

Between 2017 and 2021, through four Fellowships hosted in India, 17 partners and over 300 Kalinga Fellows from Government, the private sector, not-for-profits, social enterprises, survivor networks, civil society and the media came together to create and implement breakthrough solutions and strategies to stop gender-based violence across the world.

# Kalinga Fellowship Five-year Strategy Roadmap: Vision, Mission and Purpose

*The Kalinga Fellowship brings together expertise, knowledge, and above all, a commitment to shared common objectives in exploring models of solutions.*

Each year, the Fellowship focuses on a specific issue within the broad theme of gender-based violence. This process is facilitated by Bridge facilitators and partner organisations that have varied expertise in working together to stop gender-based violence.



**2017**

ODISHA, INDIA

Combating sexual harassment at the workplace and breaking the conspiracy of silence in families, communities and societies on gender-based violence.

**2018**

TELANGANA, INDIA

Empowering women and girls to speak up against gender-based violence, hold perpetrators accountable and establish mechanisms to support survivors.

**2019**

NEW DELHI, INDIA

How senior leaders in government, business and civil society can come together to combat trafficking of women and children globally.

**2020**

VIRTUAL FELLOWSHIP

How senior leaders in government, business and civil society can come together to combat trafficking of women and children globally.



Having achieved success in hosting the Kalinga Fellowship in India since 2017, we now aim to organise Kalinga Fellowships globally.



## Purpose

***Gender-based violence is a global pandemic that affects one in three women in their lifetime. The numbers are staggering -***

- ▶ 35% of women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence
- ▶ Globally, 7% of women have been sexually assaulted by someone other than a partner
- ▶ According to the Global Report on Trafficking in Persons 2020 by the United Nations Office on Drugs and Crime (UNODC), for every 10 trafficking victims detected globally in the year 2018, five were adult women and two were girls. Approximately a third of

detected victims were children, both girls and boys. Adult men made up about 20% of detected victims

- ▶ The immediate effects of COVID-19 on gender inequality are already visible in health and education, on the burden of unpaid care work and gender-based violence

***Gender-based violence is undoubtedly an alarming aspect of our world and needs urgent attention. The Kalinga Fellowship is a commitment by its partners to make breakthroughs in thinking and action in combating gender-based violence thereby advancing SDG 5 on gender equality.***

- ▶ The Fellowship seeks to promote alliances and collaborations across the world that combine the will and expertise of governments, the private sector, civil society, academia, non-governmental organisations, and the media. It seeks to provide a collective space for those who want to shift the conditions that lead to gender-based violence by reinventing, reimagining, and reorganising their mindset, thereby creating a momentum and will for action and collective impact
- ▶ By pooling resources and encouraging collaboration we strive to prevent, mitigate and respond to situations of violence and abuse by developing societal leaders

# What is Unique about the Kalinga Fellowship?

*Relentless inclusion and diversity in representation is key to achieving our Vision and Objectives.*

Every single voice is important. From students to senior leaders and survivors of violence and exploitation, we believe each one has an important role to play both individually and collectively to bring change. Diversity broadens perspectives and ideas being unleashed. Therefore, the chances of success and true systems change get multiplied. This ensures that the canvas is wide, large and all-accommodating for a spectrum of views. Diversity ensures that decisions taken and implemented cater for all and leave no one behind. In doing so we will respect and foster both individual and collective effort to bring change.

*"Kalinga Fellowship's true impact for my team was seen in the coming together of people from different backgrounds for bigger impact. Sharing of experiences, expertise and information from non-profits, leaders, survivors and officials without any bias was unlike any other fellowship programme, which generally works on protecting and guarding intellectual property. The design thinking process is a must-learn for leaders who want to further work in their respective fields."*

- Neha Mishra, Associate Professor, OP Jindal Global University, 2020-21 Fellowship



## COLLABORATION AND PARTNERSHIP

We believe it will take collective effort from all of us - individuals, communities, and organisations from around the world - to significantly break the cycle of abuse, exploitation, and violence. This will set in motion scalable, impactful actions and solutions to address gender-based violence.

## The two main pillars of Kalinga Fellowship



## DEVELOP SOCIETAL LEADERS

Through the course of the Fellowship, the Kalinga Fellows embark on a personal journey of leadership development and a collective mission to find solutions that have the potential to change lives. With a deep sense of personal purpose, societal leaders recognise that it is their duty to step forward and believe they are capable of changing the world.

## Kalinga Fellows across the world contribute towards the fulfilment of the following UN Sustainable Development Goals



### GOAL 5.2

Ending violence against and exploitation of women and girls



### GOAL 5.3

Eliminating forced marriage and genital mutilation



### GOAL 8.7

Ending modern slavery, trafficking and child labour



### GOAL 16.2

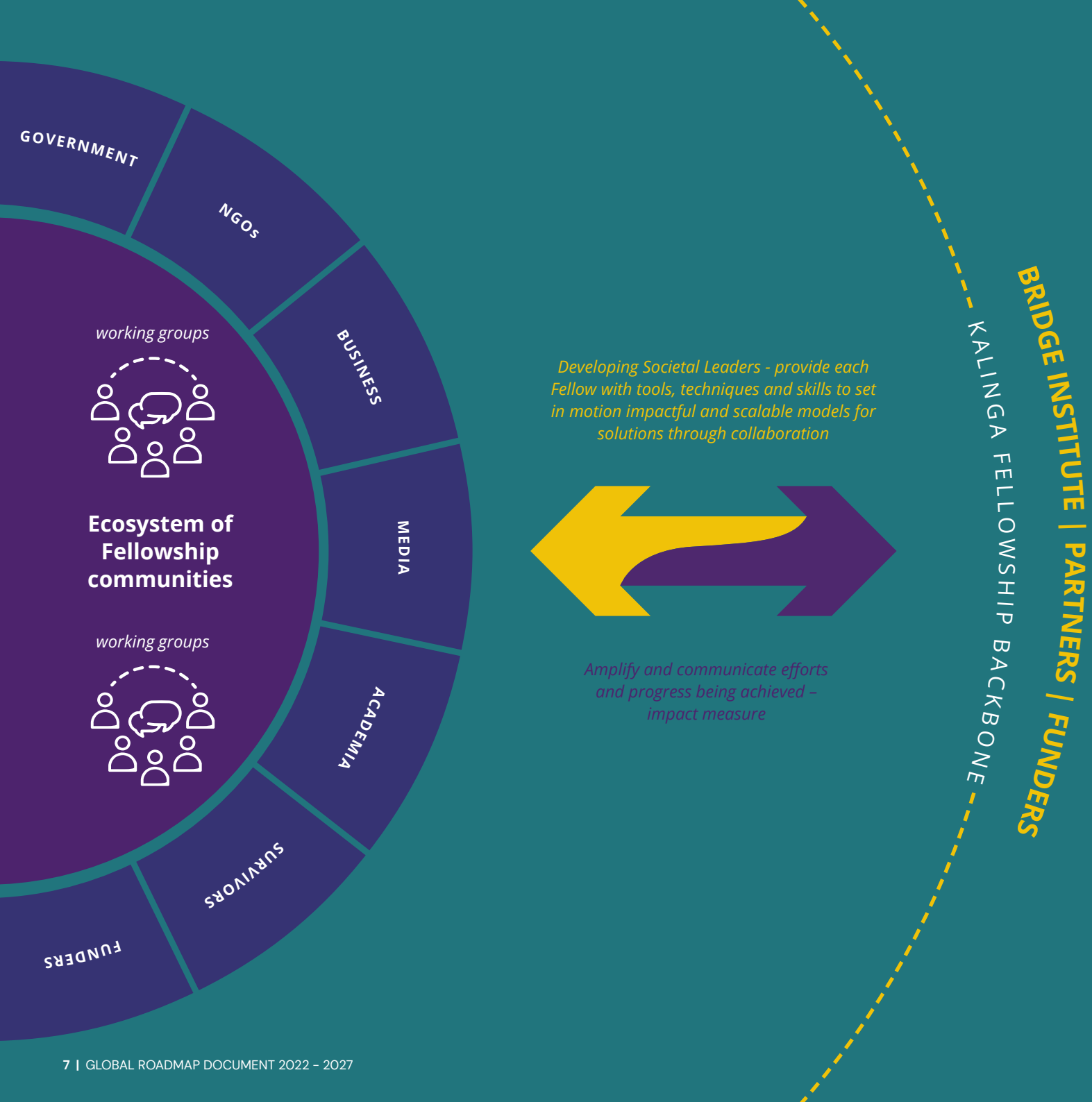
Protecting children from abuse, exploitation, trafficking and violence



### GOAL 17

Strengthening the means of implementation and revitalise the global partnership for sustainable development

# The Operational Structure of the Fellowship





# Our Reach

**300+**  
Fellows

**13**  
countries

**17**  
partners

Governments,  
NGOs, businesses or  
corporates, media,  
educators, students,  
survivors



# A Glance at our Journey since 2017

**150,000 students**

mobilised each year to campaign for and be advocates of gender equality in their communities

**500,000 people**

in the Indian State of Telangana annually sensitised and made aware about gender equality or SDG5 issues

In 2018, student Kalinga Fellows from each of the 15 Telangana Social Welfare Residential Educational Institutions Society (TSWREIS) schools provided peer-to-peer training and gender sensitisation to

**700 students on SDG 5, reaching a cumulative 10,500 individuals and creating young advocates of gender equality in society, force multiplying the impact of the Fellowship**

Students from the Kalinga Institute of Social Sciences annually engage with

**100,000 tribal elders and parents**

across the Indian State of Odisha in community discussions on gender equality. Several of the students are Kalinga Fellows.

*"The journey in the Kalinga Fellowship has been above expectations. It is completely a participatory approach of imparting knowledge. This gives everyone an opportunity to share and makes learning interesting. I came to know of many facets, which might have been hidden or unknown. In no other forum there is sharing of experiences, which helps in building of knowledge and motivates one to work to address those facets. It has been an exhilarating experience and I hope to stay in touch with participants as well as with the Bridge Institute team."*

- Dhananjay Tingal, Executive Director, Bachpan Bachao Andolan, 2020-21 Fellowship

Kalinga Fellows - more than 300 in number - belong to

**Russia, Canada, US, UK, Ghana, Kenya, China, India, Singapore, Hong Kong, Sweden, Nepal, Sri Lanka**

# An Overall Reflection on Impact

## 17 Partners

The Kalinga Fellowship's partner organisations provide subject matter expertise and proven field experience in their respective domains. The Fellows appreciate the constant engagement with strategic partners. These engagements help craft ideas and intent into implementable propositions. Many Fellows continue to work on these propositions beyond the Fellowship duration through collaborations with partner organisations.


By empanelling partners and encouraging relationships, the Fellowship helps enable a stronger ecosystem of stakeholders addressing the problem of gender inequality.



## Testimonials


***"Given that we are new to this region, a keen focus for both us and Traffik Analysis Hub was to understand how industries in the region work and how we can fit in and help them fight human trafficking."***

- Phil Brewer, Director of Intelligence at Stop the Traffik, Specialist Advisor at Human Trafficking Foundation

 *The importance of dialogue - The ability to understand other people and engage with them is what enables consistent commitment to finding solutions.*


***"The Fellowship has given everyone in the cohort a broader view on trafficking and how to relate to others' perspectives."***

- Shraddha Desai, Lawyer

 *Commitment to diversity - An all-encompassing effort to combat GBV starts with inclusion of different industries and sectors.*


***"In my stream, professions ranged from a lawyer and model to a marketing executive[sic]"***

- Dr. Ingrid Raj, Head of Aviation, DHL Express Asia Pacific

 *Continuous learning - Effective efforts require acceptance that the body of knowledge on the subject is constantly expanding.*

***"I came with a lot of knowledge but realised there were other dimensions like adoption involved in human trafficking."***

- Vijo Vincent, Leads Research and Learning at International Justice Mission, India

 *Centrality of respect - Respect for people's circumstances leads to an understanding of multiple perspectives*

***"We had victims, survivor leaders, and other Fellows. What is admirable is that the Fellowship creates an environment where everyone is accorded a huge amount of mutual respect."***

- Anusha Bharadwaj, Executive Director, VOICE 4 Girls

# Ideas that Emerged from the Fellowship

*Bridge Institutes' impact on significantly improving gender equality is affirmed by stakeholders and Fellows from diverse backgrounds. A sign of impact is that every stakeholder reiterates the trust and respect that they developed with the Fellowship community.*

This has created two clear expectations or demands for Bridge Institute

1. To help implement the strategies developed during the Kalinga Fellowship more effectively by securing coordination amongst various agencies and actors
2. To commit resources or help generate resources for implementation of key strategic recommendations

2020 - 21 was the first year of the Fellowship offering grants for project implementation. The Fellowship's focus on collaboration is perhaps best illustrated by the three key ideas that have emerged from this cohort - the creation of the First Responder Movement to empower the average citizen to fight human trafficking, the Police-Community Collaboration to improve partnership between civil society and law enforcement, and the acknowledgement that survivor leaders are crucial to any anti-human trafficking effort.

1. **'Everyone a First Responder' movement:** This mass campaign to address human trafficking effectively seeks to implement solutions in not just villages and brothels but also in courtrooms and boardrooms across India. To address this massive problem, we must educate, engage and empower people across society to be first responders.
2. **Awareness programme in Jammu and Kashmir:** This programme will be conducted with college students and other stakeholders. The purpose of this initiative is to generate awareness and sensitise the community

about the menace of human trafficking and work collectively to address this problem. The project will be gender inclusive in nature. It will include both male and female volunteers and participants.

3. **Project Yuvash:** An initiative to make the youth - across colleges and universities in India - primary stakeholders to combat the issue of human trafficking by generating awareness and sensitisation among their peers for social action. This project is designed to prepare the youth to act as first responders against human trafficking.
4. **Police Community Transformation Programme:** The purpose of the Police Community Transformation Programme is to bring the police and community together to create an environment where both stakeholders work together to ensure no more child marriages occur in the region.
5. **SEWA and poverty alleviation:** The project involves work on making a short film using real life stories to highlight the issues of child marriage and poverty in order to invite a joining of hands from different stakeholders. SEWA has pioneered a grassroots approach to improve the lives of self-employed women workers. We would like to inform stakeholders about these issues and raise awareness about how the SEWA approach can be a highly effective intervention that addresses these complex issues.

6. **Educating and empowering high-risk populations:** The project aims at educating and empowering the at-risk population of women and youth in the Indian States of Telangana and Andhra Pradesh on the social and economic impact of human trafficking. The training programme will cover three paradigms of human trafficking - prevention, protection, and prosecution. It will equip them with the necessary information required to address and combat the issue in and around their communities, apart from information about laws and available support networks. It will also assist them in creating a network of young community leaders who will work as outreach partners in disseminating information as well as help in keeping checks and balances in preventing the crime.

## Kalinga Fellowship Impact videos




-  [Kalinga Fellowship - A Transformative Police-Community Collaboration to Stop Child Marriages](#)
-  [Kalinga Fellowship - Survivor Stories Catalyse Actions to Stop Human Trafficking](#)
-  [Kalinga Fellowship - Creating and Building the "Everyone A First Responder" Movement](#)




IMAGE BY FREE PHOTOS FROM PIXABAY

# Kalinga Fellowship - Five Year Global Roadmap

The five-year strategy roadmap is designed to be dynamic and open to learning and improvement through experiences and impact achieved along the way. This has evolved from the last four years of rich experiences and impact of the Kalinga Fellowship in India.

This document is a result of a co-creation process coordinated and executed in 2021, with the Bridge Institute leadership team and board, partner organisations, Fellows and external experts from similar fields of work.

Conversations were coordinated through individual interviews and group discussions. Review and references from Kalinga Fellowship's past reports, the Fellowship's social media articles, Fellow feedback and impact reports were also included in the preparation of this document.



*"I was almost a victim of human trafficking at 14 but I was rescued in time. When I returned, I faced a lot of stigma from the villagers. Through ILFAT and the Kalinga Fellowship, I found the courage and reassurance that I could fight against human trafficking at an organised level and try and prevent this from happening to others too. The Fellowship has given me the perspective to engage with different viewpoints and also the confidence to put my point across in front of people from across the world."*

- Piu, Survivor Leader, Kalinga Fellowship

# Our Approach

## 01

### We engage with those most affected.

We ensure survivors of violence and abuse find a place at the table along with leaders from government, business and civil society.

## 02

### We challenge convention.

In challenging contexts, views can become entrenched and loyalties fixed. The Kalinga Fellowship helps leaders to break deadlocks. Through courageous conversations, empathy, compassion and collaboration, new ideas and solutions are enabled to be enacted. We immerse ourselves and our stakeholders into the complexity of the challenge and unlock critical insights for a holistic understanding of the issue and explore models of solutions.

## 03

### We redefine leadership.

The Kalinga Fellowship develops leaders to be systems thinkers, visionary activists, institution builders, role models, builders of creative teams, courageous, resourceful, and humble individuals. Through the course of the Fellowship, the Fellows embark on a personal journey of leadership as well as a collective mission to find life changing solutions.

**The Fellowship  
will be guided  
by the following  
approach**

## 05

### We create collective spaces for impact.

We relentlessly amplify efforts and impact of individuals and organisations with shared objectives.

## 04

### We create unlikely allies.

Significant voices and knowledge come together to build alignment of purpose and deep levels of trust to create unlikely allies, by bridging different aspects of society. The Kalinga Fellowship identifies the right people needed to solve the problem and brings them together. The responsibility to tackle gender-based violence remains with all of society.

*"During the fellowship I have begun to appreciate the power of a community. TAHub now has 80 organisations participating in its work and the sense of an 'intelligence community' is now strong. I think the Kalinga Fellowship has begun to deliver that same sense of community driven by analysis and insights (intelligence). That's exciting and makes the investment so worthwhile."*

- Neil Giles, CEO, Traffik Analysis Hub, Fellowship Partner, 2020-21 Fellowship

# Our Framework

*The Kalinga Fellowship focuses on multi-sector collaboration to shift the conditions that hold various aspects of gender-based violence in place and create momentum and will for action and collective impact.*

## Design thinking

is an iterative process that helps define problems when they are ill-defined to arrive at solutions, which may not be apparent. The process revolves around developing an understanding of the problem and helping in the development of empathy. It also helps people question the problem, assumptions, and implications, leading to the development of a more robust solution. The adoption of this design thinking framework enables Fellows to grapple with the layered, complex nature of gender-based violence.

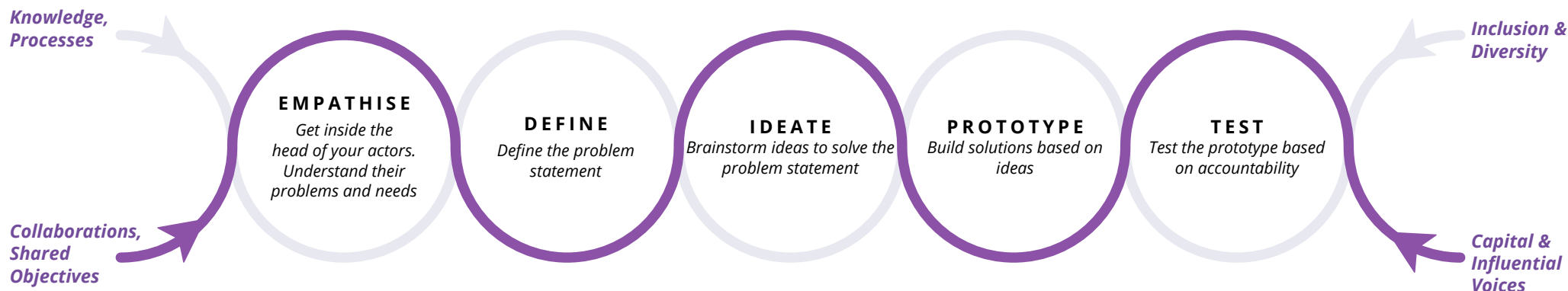
Participants in the Fellowship are encouraged to engage with the subject in both thought and action, through immersive visits to frontline work being done on the issue and then multiple test-and-learn cycles with their ideas and plans. Fellows also get to interact with other professionals from the sector, government officials, as well as funding organisations, which helps broaden their knowledge and technical skillset to address the issue.

This journey of ideating through implementing is enabled through access to sessions aimed at transforming a Fellows' personal agency, mindset, behaviour, and capabilities influencing their societal leadership.

## DESIGN THINKING

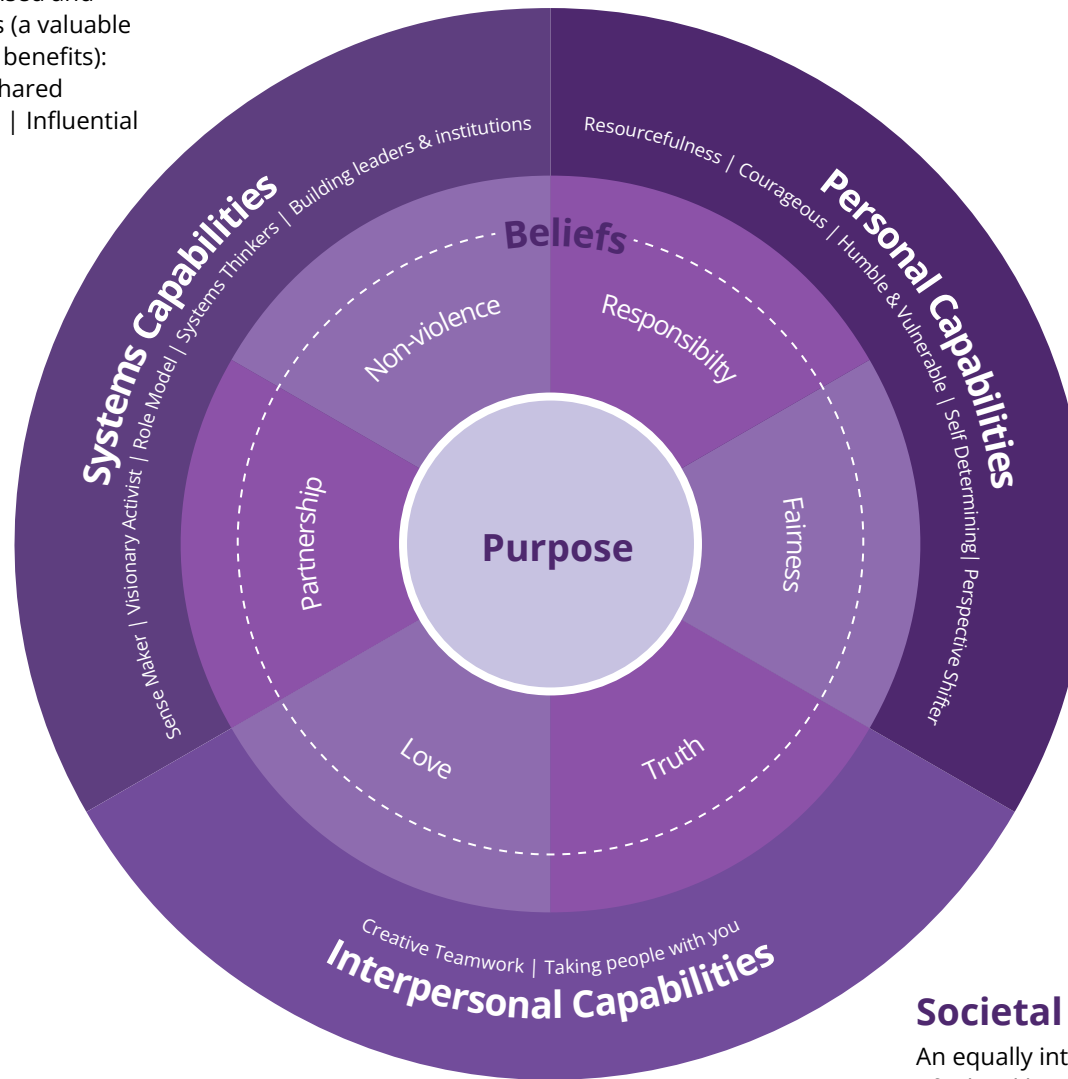
*Developing an understanding of the problem and helping in the development of empathy*

*Enables Fellows to grapple with the layered, complex nature of gender-based violence.*



## Assets

To provide the capability to develop solutions or power up the solution, resources need to be organised and leveraged. These resources are called assets (a valuable resource that can be used to provide future benefits):  
Knowledge | Processes | Collaborations | Shared Objectives | Inclusion and Diversity | Capital | Influential Voices

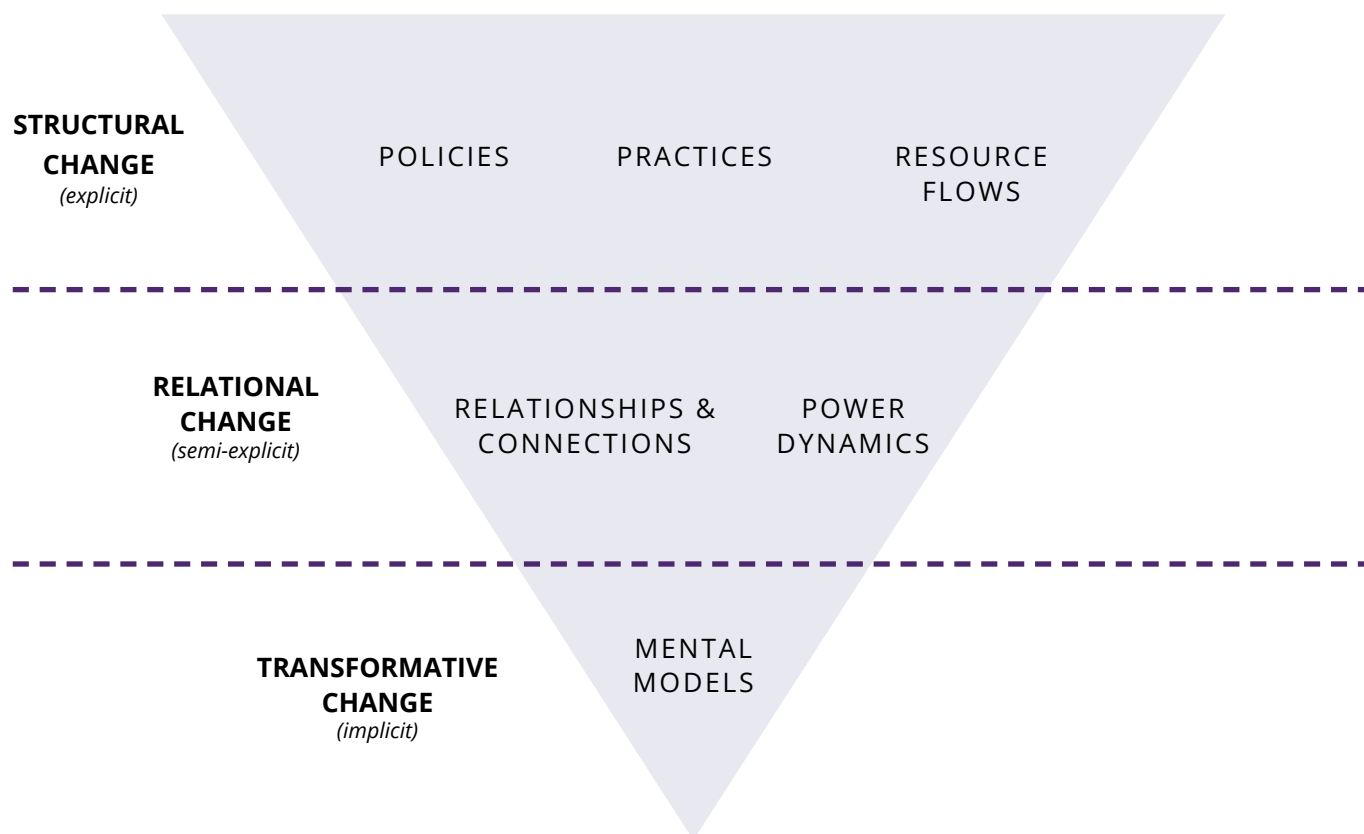


## Societal Leadership

An equally integral part of the programme is the creation of ethical leaders. This is enabled through the adoption of the societal leadership model. The societal leadership model aims to develop leaders through the core beliefs of non-violence, partnership, love, truth, fairness and a wider sense of responsibility.



## Six Conditions of Systems Change



## Systems Change

The Kalinga Fellowship's approach to systems change on Sustainable Development Goal 5 – gender equality is about 'shifting the conditions that are holding a problem in place'.

***Systems change is about advancing equity by shifting the conditions that hold a problem in place.***

*-The Water of Systems Change by John Kania, Mark Kramer, and Peter Senge*

This framework seeks to analyse problems at all three levels – structural, relational and transformative – giving us the ability to create solutions at each of these levels. This framework perfectly captures why collective impact is so important. Alone, we can't possibly tackle all conditions at the same time, but together we can.

# The Kalinga Fellowship Team

*The Kalinga Fellowship is a group of experts and passionate professionals who come from varied backgrounds but with a shared objective of collaboratively tackling gender-based violence.*

This global team has recognised expertise in leadership, systems change, combatting different forms of gender-based violence, government policy formulation, education, design thinking, impact assessment, strategy development, programme management, government engagement and facilitation, amongst other expertise required to deliver the Kalinga Fellowship.

The executive leadership team has done an excellent job in envisioning and implementing the Kalinga Fellowship in the last four years. We aspire to expand the Kalinga Fellowship team to achieve better governance and coordination of our goals for it to become a pioneering change making initiative around the world.

## The Executive Leadership Team

The Kalinga Fellowship is led by a group of dedicated professionals from Bridge Institute.

## The Steering Committee

A global team of experts and leaders from Bridge Institute, Bridge facilitators, founding partners, network of partner organisations and Fellow leaders. The committee will provide strategic and operational leadership and monitor the progress and expansion of the Kalinga Fellowship.

## Country Working Groups

Partner organisations and Fellowship communities in each country will coordinate the execution of strategies and inform the larger Fellowship Community about the progress of the movement.

*"The Kalinga Fellowship has immense value in building relationships, networks and exploring engagement opportunities with diverse sets of stakeholders. This virtual fellowship gave me an opportunity to think, explore and debate on different facets of human trafficking, which is a problem at large. I developed many skills during the Fellowship from using murals to enhancing my listening skills. This fellowship has enhanced my leadership qualities and challenged me to work to improve. My understanding of the issue has expanded immensely and I am grateful to the organisers and Kalinga Fellows for giving us an opportunity to interact with each other during the immersions. As we progress to the solution stage, I hope to bring value to the process of change that we all are working towards. I feel happy and full of energy with the ideas to explore with you all today and in the future and in achieving collective success."*

Bhavya Sharma, Chase India, 2020-21 Fellowship



## Kalinga Fellowship Founding Team



**Achyuta Samantha**

Achyuta has built the world's largest fully-free residential KG-to-PG institute for 30,000 poorest-of-the-poor indigenous aborigine children. This is an institute with 'Special Consultative Status' with the United Nations. He is a visionary social architect who embarked, in 1992, on a social development mission using education as the strategic medium to eradicate poverty and alienation from the surface of the earth. This is a goal envisaged today by global leaders and referred to as the Sustainable Development Goals (SDGs). As a social reformer Achyuta has been propagating ART OF GIVING (a philosophy of life), a concept aimed at bringing peace to human minds around the globe.



**Mamta Borgoyary**

As the Chief Executive Officer of FXB India Suraksha, a not-for-profit organisation, Mamta manages programmes and operations that directly benefit women and children across 14 states in India. Her work is centered around promoting the basic right of people to live a life of dignity and wellbeing. She has been actively promoting women from marginalised and vulnerable communities to emerge as social entrepreneurs and take charge of their lives and their family's life. Mamta is a Synergos Senior Fellow and was selected by the Government of the United States for the International Visitors Leadership Programme 2016 to share and exchange best practices on gender-based violence.



**Shashikumar Velath**

Shashikumar has relied on his entrepreneurial thought leadership to contribute to change-making – as an award-winning investigative journalist, conflict and war correspondent, strategist on campaigns-communications-advocacy, entrepreneur and analyst on security and strategic affairs. In his most recent role, he was a global leadership group member in Ashoka. He has been a practitioner of frame change strategies with the ability to convert uncertainties and adversities into breakthrough opportunities. His leadership as Amnesty International India's chief strategist was a game-changer in re-establishing the organisation in India. He has a Masters Degree in International Relations.



**Jane Sassienie**

Jane is a Founding Director of the Bridge Institute and Director of Development at BRIDGE. She has more than 20 years of work experience in the field of leadership and is the primary thought leader and designer of the Fellowship programmes. Jane has pioneered a number of societal programmes in education, peacebuilding and reconciliation, human rights strategies and safety of women and children. She draws from her relentless interest in the human condition and is focused currently on the need for a reversal in style in organisational leadership. She believes small acts of courage are more absent than ever and more vital than big acts of courage and therefore dedicated to ensuring that more courageous conversations happen in a complex world.



**Mac McKenzie**

Mac is the Managing Director of BRIDGE Asia-Pacific and a Founding Director of the Bridge Institute. He is responsible for the running and building of the leadership practice including P&L management, brand development, government and commercial relationships and applied research. Prior to BRIDGE, he led the operations team of one of the key global divisions at Reuters with responsibilities for finance, business planning and people development. Prior to his role at Reuters, he was a management consultant with two strategy and transformation firms, Capgemini and Mitchell Madison Group, a spin-off from McKinsey & Co.



**Dwiti Vikramaditya**

Vikramaditya is the Vice President of KIIT University and KISS University. For over two decades, he has campaigned and worked at the grassroots for poverty reduction, human rights and involuntary displacement. He has been involved in policy making in association with state governments in India and other stakeholders in the domains of resettlement and rehabilitation and state youth policy. His diverse portfolio includes work with the UNDP, UN Women and Tata Steel in different capacities. He is an IVLP Fellow and a Fulbright Scholar and has recently been selected to join the UN Executive Leadership Programme for Sustainable Development.



## Global Presence

Each Fellowship will be hosted at a country level. The event brings together leaders from both the local country and other regions to participate and experience shared learning and explore collaborative breakthrough solutions to build in-country capacity to achieve success. Leaders will have support-based access to Kalinga Fellowship's international networks. We plan on implementing the Fellowship through a hybrid model in the coming years. This would help maintain the diversity achieved at the 2020 Fellowship while also allowing for personal relationship building and in depth conversations.

We believe that by delivering at a country level, we facilitate and empower each Fellow to understand local issues in depth, and through this, gain deeper knowledge and awareness to take responsibility and commit to bringing change. While doing so, they will have the support of the global Kalinga Fellowship communities to strengthen and learn from each other.

Each Kalinga Fellowship country will have 'Fellowship communities' of societal leaders who not only bring change within their own spaces of work as individuals but are willing to go beyond in developing unlikely allies with a common objective of collaboration and partnership.

# Strategic Goals of the Fellowship

## The Fellowship Platform

Promoting emerging young societal leaders across countries

Involvement of funders at the Fellowship

Generate dedicated resources

Increased internal efficiency

Develop and build a team

Leadership and governance

Building a network of Fellowship communities

Greater impact through the effective use of our credible voices

Enhance collaboration with larger global coalitions and forums

Acknowledge and recognise success

Storytelling



Develop a roadmap and coordinate execution to ensure positive impact is achieved

Building in-country capacity

In-country and international collaborations

Generate capital

Achieving evidence on collective impact

Engagement with experts

Peer review and learning

Capacity building hubs

Developing a community of facilitators

## GOAL 1



**Develop societal leaders for purposeful and focussed efforts to combat gender-based violence through convening Kalinga Fellowships across the world.**

### *The Fellowship Platform*

Fellowships are convened across the world, in a region, country or state. The Fellowship will be hosted at a country level in partnership with local and international organisations that are aligned to the vision and approach of the Fellowship. We will go where the need is most.

Kalinga Fellows are either selected or admitted via a robust application process that brings together people with a clear strategic intent to collaborate with a commitment to shared common objectives in exploring models for solutions. We actively seek the presence and participation of survivors and those that are most affected by violence.

The learnings of every member of the Fellowship cohort are proliferated through an immersive experience through visits to local organisations, which enables complex systems to be mapped and understood.

### *Promoting emerging young societal leaders across countries*

We deliver the Fellowship programme for the younger generation, students, and youth groups in collaboration with schools, universities, and academic institutions. We are committed to developing new generations of societal leaders to be empathetic, inclusive and more aware of their surroundings to thrive as societal leaders in this increasingly diverse and complex world. We enable them to take responsibility and commit to making radical shifts to help create a safer world.

### *Involvement of funders at the Fellowship*

The inclusion of the funder's voice - as a partner and a Fellow - contributing to the process is important to accelerate the movement and enable implementation of ideas and solutions that emerge from the Fellowship.

## GOAL 2



**Advance collective efforts for greater impact in the frontlines**

### *Develop a roadmap and coordinate execution to ensure positive impact is achieved*

The Kalinga Fellowship will be the backbone structure in supporting the diverse in-country and international collaborations, attaining a pathway to systems change in practices, mental models, power dynamics etc. The Executive Leadership Team will work with the in-country Working Groups for 36-months post the Fellowship, supporting and mentoring to ensure all commitments are seen through.

### *Building in-country capacity*

Our partner organisations and Fellows will have increased awareness and capacity to lead change in their own communities through collaboration.

### *In-country and international collaborations*

We facilitate collective spaces and communities to promote shared learning and collaboration in an effort to create local/international empowerment and implement ideas conceived during the Fellowship.

### *Generate capital*

We work towards garnering know-how and evidence to build collaborations between the funding ecosystem and implementing agencies to enable solutions and strategies planned during the Fellowship to be supported in execution for the 36-month period.

### *Achieving evidence on collective impact*

Gathering information and data in the frontlines on prevention, mitigation and response to gender-based violence issues.

## GOAL 3



**Empower Fellows by creating robust learning and sharing environments**

Since its inception, the Fellowship has functioned as a hub for Fellows to share and learn from each other beyond the Fellowship platform event. This helps ensure that all Fellows are empowered and feel engaged and encouraged through a shared sense of support and unity allowing for ideation of quality solutions.

### *Engagement with experts*

The Fellowship will facilitate a common understanding of effective strategic approaches, recognising good practice and developing a common standard for measuring impact to determine scale and systems change. Building on relationships with policy and programmatic experts from within the Fellowship communities and outside, Fellows will deepen their engagement in the sector to critically reflect on and improve their approach and strategies of execution.

### *Peer review and learning*

The Kalinga Fellowship team will develop a system for regular communication on programming efforts by the Kalinga Fellows across countries. As a Fellowship community, we want to be responsible and accountable for our actions. This would mean moving from reporting impact of one single organisation or country to informing collective measures of impact. We will do so by facilitating and conducting effective research and impact reports, enhancing internal Fellowship strategies as well as informing funding organisations and policy forums for systems change, both in-country and internationally.

### Capacity building hubs

In addition to the Fellowship event, we intend to coordinate and deliver on independent and round the year masterclasses and short-term courses on collective impact strategies, systems change framework etc.

### Developing a community of facilitators

The success of the Kalinga Fellowship lies with the facilitation of the cohorts/groups of diverse professionals participating. For the Kalinga Fellowship to reach multiple countries to achieve a ripple effect of its goals and objectives, we will enable Training of Trainers (TOT) programmes on facilitation skills. Kalinga Fellows, team members from partner organisations and corporate professionals can participate in this programme to contribute in our journey to take the Kalinga Fellowship to newer geographies.

## Goal 4



**Raise our collective voice: Amplify individuals and organisations with shared objectives at policy and public level.**

### Building a network of Fellowship communities

The Fellowship communities will consist of Kalinga Fellowship alumni. These communities will become torch bearers in creating momentum for change at a regional, national, and global level.

### Greater impact through the effective use of our credible voices

Our diverse composition means we are poised to deliver balanced, informed, and holistic messaging on gender-based violence to decision makers and influencers. It is imperative that we include the voices and perspectives of survivors of abuse and exploitation.

### Enhance collaboration with larger global coalitions and forums

Deepened engagement with international institutions, networks and policy influencing to ensure that gender-based violence and gender equality are given the highest priority at a policy and public level.

### Acknowledge and recognise success

Appreciate triumphs emerging from the Fellowship communities through events and awards while motivating participation and striving for continuous involvement.

### Storytelling

When the right stories are told in a sensitive, responsible, and analytical way, and when they reach the right stakeholders, they are no longer mere stories but have the potential to cause shifts in the system and generate impact.

## Goal 5



**Strengthen Fellowship resources and enhancing accountability**

The Fellowship's unique diversity is perhaps its foremost strength. The Kalinga Fellowship will continue to strive to maximise the benefits of complementarity, inclusivity and diversity, with increased focus on achieving systems change through collaboration.

### Generate dedicated resources

Develop a sustained and efficient process to raise funds to enable the Fellowship to implement its goals and objectives to achieve its global vision.

### Increased internal efficiency

Developing systemised tracking and reporting processes to strengthen the Fellowship event, achieve continuous and regular communication within and with the Fellowship country communities across the world. Conduct rigorous internal reviews and evaluations to report the progress of the Fellowship and the partnerships.

### Develop and build a team

An effective team within the Kalinga Fellowship is critical to execute its global vision.

### Leadership and governance

A structure that supports participation, accountability, transparency and communication among partners and facilitates the engagement and commitment of new partners from multiple countries is central to the success of the Fellowship over the next five years.

*"In the programme, I got a chance to open up about myself and realised that many people are not aware about the problems of trafficking. When they realised the scale of the challenge, they really wanted to help survivors. Before the programme, I was too scared to talk in public but the Kalinga Fellowship has given me the courage to speak. This has really been a great opportunity for me to prove what I am capable of. After the presentation to the government, many people came to me and shared their appreciation about my presentation. With the inspiration of the Kalinga Fellowship, I made a presentation to the prestigious Young Presidents' Organisation (YPO) in Delhi and received a standing ovation by 60 delegates. It was an unforgettable moment for me. It has shown to me that people can be accepting of survivors of trafficking. It was all because of the Kalinga Fellowship."*

- Pooja Gopal, Survivor Leader, 2017 Kalinga Fellowship



01

Implement collaborative initiatives by Fellows and Fellow communities within and across countries.

02

Increased collaborations, partnerships, Fellowship participation in countries and across countries.

03

Amplify impact stories - to scale high-impact solutions, trigger behavioral change, and ultimately, inspire a change in systems and values.

04

Develop common standards to measure impact leading to systems change.

05

Active Fellowship communities across countries.

06

Creating learning hubs allowing for ideation of quality solutions.

07

Systems change in preventing, mitigating, and responding to issues of gender-based violence.

# The Progress We Desire

# Theory of Change

## AMBITION

By 2027, transform Kalinga Fellowship into a Global Platform fostering collaboration and collective impact towards advancing gender equality SDG5

## VISION

Developing societal leadership for a safer world with equal opportunities, freedom, and justice for people of all genders

## PROGRESS INDICATORS

Amplify impact stories  
- to scale high-impact solutions

Learning hubs  
allowing for ideation  
of quality solutions

Common standards to  
measure impact leading  
to systems change

Systems change in  
preventing, mitigating, and  
responding to issues of GBV

Increased collaborations,  
partnerships and  
Fellowship participation

Active Fellowship  
communities across  
countries

Implement collaborative  
initiatives by Fellows and  
Fellow communities

## STRATEGIC GOALS

Government,  
Survivors, Corporates,  
Civil Society  
Organisations, Media,  
Academia

Catalytic/Amplifier for  
systems change

*Building Fellowship  
communities*

*Advance impact through  
use of credible voices*

*Collaboration with larger  
coalitions*

*Awards*

*Storytelling*

**Empower and amplify  
individual  
and collaborative  
efforts**

*Engage with experts*

*Peer review and learning*

*Capacity building hubs*

*Developing a community of  
facilitators*

**Transformative  
learning and solutions  
environment**

*Coordinate solutions  
execution for impact*

*Building in-country  
capacity*

*Building collaborations*

*Generate capital*

*Achieve evidence on  
collective impact*

**Advance collective  
efforts for impact in  
the frontlines**

*Generate dedicated  
resources*

*Increase internal efficiency*

*Build and develop a team*

*Leadership and governance  
structure*

**Strengthen fellowship  
resources  
and accountability**

*Kalinga Fellowship  
platform*

*Promoting young societal  
leaders*

*Funders involved with the  
fellowship platform*

**Develop societal  
leaders**

Strategic Initiatives

# Stories of Impact

## Large Scale Transformative Change



### Dr. RS Praveen Kumar

*Secretary, Telangana Social Welfare Residential Educational Institutions Society (TSWREIS).*

Dr. Kumar is a senior Indian Police Service officer who chose to 'give back' to the underprivileged community to which he belongs. As a senior government officer in Telangana state, Dr. Kumar manages and governs 268 residential educational institutions (from Standard five to undergraduate level) imparting English medium education to more than 150,000 students.

Dr. Kumar was a 2017 Kalinga Fellow. In 2018, he was one of the main organisers of the Kalinga Fellowship in Hyderabad, Telangana and TSWREIS was among the main partners of the Kalinga Fellowship 2018. As a Kalinga Fellow and one of the

most outstanding change leaders in India, Dr. Kumar has put on record the contribution Kalinga Fellowship has made in sharpening the game-changing initiatives of TSWREIS.

The place to begin changing traditional mindsets about women and sex is within the family - This insight developed by Kalinga Fellows was turned into a massive awareness campaign led by Dr. Kumar. He further developed the campaign into a paradigm - 'large scale changemaking happens at two sites - at home and in the classroom.' This paradigm was put into practice by fine-tuning a mass awareness programme initiated by Dr. Kumar in 2017 after his stint as a Kalinga Fellow. In the summer of 2018, 150,000 students connected with their parents and community elders to discuss gender equality issues related to themes such as 'equality of girls and boys', 'speaking up against gender-based violence' and 'saying no to domestic violence'.

Dr. Kumar has acknowledged the role Kalinga Fellowship played from 2017 onwards in helping him enhance and enrich the gender equality programmes he had initiated. The 2017 Kalinga Fellowship helped him develop the proposition that 'change should start from school itself' and it should always be a bottom-to-top approach. Leaders should work towards solving problems at school level in a collaborative manner and creating more leaders within a school. TSWREIS continues to identify and groom promising marginalised students for leadership roles.

Dr. Kumar acted on the insight gained at the Fellowship by improving the design of #Voice4Girls and #Voice4Boys programmes to impart critical knowledge to adolescent girls and boys from poor and disadvantaged backgrounds on issues like reproductive health, hygiene, safety, women's rights, puberty, body awareness, spoken English, leadership, and negotiation skills. In 2018, these programmes reached 3,820 students across 239 schools.

## Not-for-Profit Kat-Katha 'The story of puppets'



Kat-Katha metaphorically represents the lives of sex workers who live like puppets, controlled by others around them. Kat-Katha works with commercial sex workers and their children, living at New Delhi's Garston Bastion (GB) Road, the largest red-light area in India's capital. Kat -Katha's vision is to present a set of life choices to women and children living in the brothels of GB Road and instill a sense of confidence enabling that choice.

When the 2019 Fellowship team visited Kat-Katha, our Fellows saw the extraordinary Kat-Katha model in action. However, they realised that there was a lack of sisterhood amongst the women, an absence of feeling 'worthy', and a systemic gap that affects sex workers the most. At the end of the Fellowship, our team recommended the creation of a movement to promote self-esteem and agency. We also wanted to help scale up the Kat-Katha model across India. The #didihood movement was born to address these goals.

In 2020, Kat-Katha launched its 'Campaign of Solidarity with our sisters in Brothels'. 'Didi' means elder sister in Hindi. The aim of '#didihood' is to shape our world to be more accepting and inclusive irrespective of biases and stereotypes. The vision is to humanise the sex workers community for all those who are ignorant and indifferent to their existence.

## Police and Judiciary



Swati Lakra, IPS

The Hyderabad Police, through its Bharosa and Safety for Her Ensured (SHE) teams, has fulfilled the Kalinga Fellowship's recommendations about creating awareness on sexual harassment and gender-based violence, sensitised stakeholders in the community, government and citizens and has stepped up its law enforcement vigil.

Swati Lakra, Inspector General, Women's Safety, was closely involved in supporting the 2018 Kalinga Fellowship. In a report published in Indian newspaper Deccan Chronicle on July 21, 2019, the IG confirmed that gender sensitisation of Special Police Units called SHE Teams had been completed.

In impact assessment meetings with Bridge Institute, she referred to the original report and confirmed that the recommendations will be implemented by the Hyderabad Police. IG Lakra has pro-actively improved the response of the police department to women's safety issues. As per statistics shared by IG Lakra, the awareness campaigns initiated by the Bharosa and SHE Teams have helped reduce the percentage of young offenders involved in gender-based violence from 80% to 20%.

One of the key recommendations of Kalinga Fellows was the integration of Bharosa Centres and SHE Teams. Based on this, members of the SHE Teams have been trained in soft skills to ensure that they are able to make victims feel comfortable and build trust in order to talk about the trauma they have experienced. The SHE Teams have reported that this has made victim testimonials more robust, which has helped them identify offenders and bring them to justice.

The 2018 Kalinga Fellows also recommended recruiting more women in the police force. On March 31 2019, IG Lakra said, "It would be ideal to have more women police in all police stations so that a woman would not have to scout for a police station to file a complaint."

*"Quite a lot of us had a lot of other commitments during the Fellowship and often I felt like I didn't have the time on a particular day to be taking on a session, but that disappeared when we were in the sessions and we were all busy engaging and listening to each others' perspectives. I suppose that is a definite testimony to the power that the Fellowship has in bringing people together and quite the remarkable job it does at that."*

Shona Tatchell - CEO & Founder, Halotrade, Fellowship Partner

